THE IMPACT OF EMPLOYEE MOTIVATION IN JOB PERFORMANCE

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Abstract

Employee motivation has been idealized to have different results/impacts on the organizational factors like productivity. This is a factor that stems from the improved team spirits, individual productivity, improved teamwork, and cohesion within the staffs. Though several organizations have taken to implementing employee motivation as a management strategy, there are often significant challenges that derail such process in unprepared situations. Ideally, these are challenges that can be avoided through the creation of side-plans and countermeasures. To achieve the right impact, the implementation of the employee motivation strategies should be guided by precepts that project the ideals of the motivation theories. This research had motives of finding out the benefits that can be accrued if employees are well motivated. As a preparatory measure for this research, more than twenty literatures written not long ago were reviewed. Data was collected using primary methods especially questionnaires and interview. Analytical tools such as excel were very fundamental in analyzing the data. Finally, there are suggested recommendations like timely salary and promotions to the employees

Contents

1.0.CHAPTER I: INTRODUCTION

1.1.Employee Motivation

Employee motivation has been significant in industrialization and economic development. Pride, Hughes and Kapoor (2012, 68) explained that the subject has been used to facilitate development. Ideally, organizations that have not fully implemented the precepts of employee motivation always experience challenges that sometimes amount to instability. These, as Thomas (2010, 44) explained, results from the reduced productivity that results from little commitment to work, reduced creativity, and in some instances, the misappropriation of the company funds/resources. Lauby (2005, 21) explained that employee motivation is a form of investment that basically revitalizes the workforce and increases the productive nature of the organization. According to Davies, Hertig and Gilbride (2015, 53), employee motivation is a precautionary measure that all organizations should uphold so to protect the company ideals and objectives.

Ideally, organizations that implement employee motivation have significantly benefited from the strategy. Such benefits include improved workforce cohesion, increased creativity, reduced turnover, improved organizational attitudes, and even increased individual productivity that consequently improves the organizational productivity (Thomas 2010, 49). When analyzing the financial returns of Apple Inc., Johnson (1998, 42) illustrated that organizational productivity and employee motivation are factors that go side by side. Employee motivation is a subject that can be implemented through strategies that include improved insurances, increases in pay, promotions, improved allowances, and reduced work time. These factors often make the employees motivated and easy to psychologically manipulate to achieve the interests of the organization/enterprise (Hardina 2007, 42).

1.2.Background of the Study

In its economic development at the turn of the new decade, the UK has experienced several cases of workers' demonstrations as they seek to get their needs addressed. Thomas (2010, 57) explained that strikes, demonstrations, and go slows are always the last measures that workers and their trade unions always resort to whenever they feel that they have been sidelined, ignored, or are getting demeaned by their employers. Ideally, these are always the biggest indicators to the nature of negativity within the work environments. Gitman and Mcdaniel (2008, 42) opined that forcing such workers to go to work without addressing their needs is often a disheartening factor to the employees. Moreover, they often develop the tendencies and the beliefs that it is only such actions that can get their needs addressed. Nayar (2010, 84) highlighted that managers and employers do not have to wait for such situations to take action. That is because the actions exhibited at such moments are acts of desperations that can barely satisfy the objectives of the organization.

According to Nayar (2010, 39), caution and measures should be taken to ensure that the employees are always happy, satisfied, and also productive. However, some authors, (Scott 2007, 84), have explained that motivation is an overbearing factor as workers should also exhibit responsibility and concern for the organization. What such authors fail to acknowledge, as (Hardina 2007, 45) explained, is the fact that the amount of resources that is invested in employee motivation is limited. Indeed, it is not even comparable to the nature of productivity that is the resultant of employee motivation.

Managers and other organizational leaders must execute their objectives through operations that actively involve the employees (Lazaroiu 2015, p. 96). According to Achim, Dragolea, and Balan (2013, p. 686) the manager should strive to cultivate the capacity requisitions and dedication of the workers as an integral aspect of securing better performance. Jaksic (2013, p. 83) added that successful leaders advance and embrace the concept of motivating the employees as a mechanism for upholding teamwork and cooperation that are prerequisites of synergistic performance. Explicitly, employee's positions and level of motivation should by the fundamental responsibilities of the managers so as eliminate possible chasms for failure or constraints (Guo et. al. (2014, p. 737).

1.3. Problem Statement

The research was idealized in the precepts of Briggs (2008, 52), who explained that employee motivation, in its significance, has impacted on organizational development in different capacities. The constant workers strikes and demonstrations are indicators to the fact that some organizations/enterprises in the UK have not observed employee motivation as a management strategy. Nonetheless, there are a significant number of enterprises that have accrued benefits from employee motivation. This study was founded on the ideals that define the successful criteria to employee motivation and the impact of the implementation of such advances/criteria on the productivity of an organization.

1.4. Aims and Objectives

- This research was idealized to provide a comprehensive insight into the significance of employee motivation.

- The research aims at providing a projective analysis of the measures that organizations should take in handling the sensitivity of motivation as organizational performance is dictated by the subject.

- The research is also engineered to project an outline of the productive elements that all organizations should uphold to sustain productivity by promoting creativity, cohesion, and team spirits.

1.5.Research Questions

This research was guided by diverse questions that were used to analyze the details of employee motivation and how organizations can or have exploited the system to the benefit of the organizations. The high number of research question was used as a measure of ensuring that no detail is bypassed in the evaluation of the benefits of employee motivation.

- What is the relationship between employee motivation and organizational productivity?

- What are the actual benefits of employee motivation to an organization or an enterprise?

- What management strategies should managers use to instigate and facilitate employee motivation?

- What theories should managers and employers use to complement their strategies for employee motivation?

- What are the challenges that employers experience in the implementation of strategies that govern and facilitate employee motivation?

- How can managers align the organizational objectives with the diverse expectations of the employees so that they can maximally exploit the employee motivation as an investment?

- What is the nature of employee motivation in the UK and how has that impacted on the economic development of the nation?

1.6.Scope of the Research

As exhibited by the nature of tolerance that the trade unions have projected in the recent past, it is clear that the nature of employee motivation has undergone through dynamism. Laws and regulations that have been effected by the legislative and judicial systems have revolutionized industries and compelled organizations to implement certain measures (Nayar 2010, 72). As such, minimum pay, insurances, allowances, and leaves have been changed to significant capacities. Albeit the fact that such measures have significantly limited the nature of strikes and workers riots that used to characterize the UK in the previous millennium, such are still common. The first half of this new decade, Davies, Hertig and Gilbride (2015, 53) explained that witnessed recurring exhibitions of actions are clear projections of disheartened workers.

Nonetheless, there are productive industries that have factored into the improved economic strength of UK. Griffes and Barton (1993, 145) explained such industries are always committed to measures that guarantee employee motivation. The UK economy experienced a turn-around just after the great economic depression of 2008. This scope of this research will, therefore, cover the dynamics that have defined employee motivation in the UK within the past one and a half decades.

1.7.Significance of the Study

The study on the benefits of employee motivation was created to examine the factors that affect the contributions of the primary contributors to organizational productivity, the employee/workforce. In the recent past, organizations and governments have realized the significance and importance of employee motivation. However, there are organizations that have not read from the same page thus compelling governments to create regulations that govern and guarantee employee motivation. However, Johnson (1998, 31) explained that organizations should not wait to be compelled to implement strategies that meet the expectations and wishes of the employees. That is because they are always the primary benefactors to successful employee motivation strategies.

Ideally, this study was founded to align the impact of employee motivation in UK enterprises and organizations. It is also a projection of the challenges that organizations experience in the implementation of strategies that address the subject. That is so because it is founded on an interactive platform that facilitates the evaluation of the factors and strategies that organizations have used in the implementation of their strategies. By examining the adversities within the workforce, the study also projects the significance of aligning the objectives of an organization/enterprise with the expectations of the workforce.

Purposefully, the research was done to explore the potential determinants of effective strategies of leadership that integrate motivation of employees. Such motivational strategies are particularly essential for corporations and other businesses to improve employee valence and attitude toward the betterment of performance. According to Achim, Dragolea, and Balan (2013,

p. 689) the culture and structure of organizations can affect the performance of the employee in terms of their cohesion, attitude, and creativity. As a result, the managers ought to raise the expectations and commitment of the workers by supporting them through the provision of relevant incentives that relate to personal development (Lazaroiu 2015, p. 98).

1.8. Research Hypothesis

Arguably, previous researchers have revealed conflicting opinions concerning motivation and job performances. For instance, Gitman and Mcdaniel (2008, 73) claimed that if motivation is integrated as a management strategy in an organization then improvement in performance is inevitable. Conversely, other business philosophical discourses suppose that work motivation has no direct linkage to the overall outcomes. As such, motivation in essence could be viewed as having a direct connection to the final performance of the employees or just an intermediate factor that elicits blurring relationship. Guo et. al. (2014, p. 735) noted that intrinsic motivation of the employees elicit positive impacts on employee relationships; hence, fostering creativity, well-being, and job satisfaction. Similarly, Lazaroiu (2015, p. 99) supplemented that employee motivation heralds devotion and commitment to work, which are imperative precepts for improvement in organizational performance. Such directional arguments build the ground for the alternative hypothesis of this study. Therefore, the antagonistic theoretical concepts form the basis of the research hypothesis. According to Kothari (2005, 89), for proper comparative arguments to be enhanced in a study, it is imperative to specify both the null and alternative hypotheses. Empirically, this research supports the alternative hypothesis that effective implementation of managerial strategy of motivation heralds improved employee performance. As hinted, the facets of performance include teamwork, creativity, and cohesion. In particular, the study is guided by the following hypotheses:

Alternative Hypothesis (H_1): Enterprises and organizations that integrate and implement comprehensive employee motivation mechanisms benefit from improvement in staff cohesion, teamwork, and creativity; hence, bolstering organizational productivity.

Null Hypothesis (H_0): Enterprises and organizations that integrate and implement employee motivation mechanisms do not necessarily benefit from improvement organizational performance since other productivity is attributed to other factors.

Conventionally, this research supported the alternative hypothesis by using three aspects of business performance which are staff cohesion, teamwork and creativity. The preliminary proposition of the study was that motivation enhances the three variables of performance. However, it was necessary to acknowledge the contrary argument that motivation do not necessarily foster creativity, teamwork, and employee cohesion. In sum, through qualitative analysis of the concepts in related literature backed by primary data and information, the research aims to approve the first hypothesis. If the findings do not support that, then the second hypothesis shall be approved.

1.9.Purpose and Rationale of the Research

The human resource departments in organizations and enterprises have been accredited with duties that align the complexities and diversities of the laborers/workers within the organization. Pride, Hughes and Kapoor (2012, 95) explained that staff organization and competence are subject to motivation as it is the elaborative commitment with which every HR Department must manipulate their staff members. Notably, both factions, the employers and the employees, do recognize the significance of motivation. That factor, as Lauby (2005, 36) illustrated, has created

a psychological balance between productivity and investments in human workforce. Purposefully, this research explores the complexities that mire the motivation of employees and the measures that should be taken to guarantee success and maximum benefits from employee motivation.

The topic of the research, *the impacts of employee motivation in job performance,* defines the productivity that encompasses organizations that have dully stuck with the precepts of employee motivation. It projects the intent for which the research was founded and highlights the categorization of the consideration of the ideals, objectives, and desires of all employees. Notably, it underlines the link between the motivation of employees and the fruits/positive developments of committing to such precepts. The topic was created for two significant reasons; to guide the precepts of the research and to act as the definitive element of maintaining productivity with the HR departments. In his research, Briggs (2008, 64) elaborated that the implementation of the ideals of employee motivations instigates success and catapults an organization to success. In accordance to the topic, this research seeks to highlight the natural benefits, harm, and the challenges that result from employee motivation.

Other than that, the research was idealized to provide a projective and comprehendible analysis of the elements that concern employee motivation. This I so did by applying the use of primary data which, as Wagner and Harter (2006, 79) explained, are easier to comprehend and use to convey all information. They also maintain the definitive features of the actual research. The choice to use the primary data was also guided by the fact that they provide first-hand information that is coupled with real experiences and an interaction with the actual subjects of the research. Wagner and Harter (2006, 81) and Griffes and Barton (1993, 145) collectively illustrated that most elaborative way of examining internal factors, especially those that concern

employees, is through the application of primary research. This kind of research enhanced the aim of aligning the effects of employee motivation, and the natural factors that need to be addressed when handling employee motivation.

1.10.   Research Structure

The study commenced with a comprehensive literature review during which a total of twelve books were analyzed. The wide range of literature was idealized so to project a comprehensive evaluation of the trends of employee motivation and its impact in organizational productivity. Scott (2007, 88) advised that is appropriate to use several literature materials and documentations as such would create a platform for comprehending all the factors that affect the subject. Moreover, it provides the opportunity to categorize the projections that were made by different authors and researchers. Starting with the literature review founded an informed basis for conducting a comprehensive research. Ideally, the literature review set the research guidelines and principles. They also helped formulate the research objectives.

The literature review was followed with a formulation of research objectives and aims. This created a pathway that facilitated the research and enabled an idealized sequence in the conduction of the activities pertaining to the research. The primary research was then subsequently conducted in an elongated duration during which the interactive process further informed the course of the research. After the primary research, there followed the analysis of the results of the research. This enhanced the projection of the research hypothesis and instigated the projection of the benefits of employee motivation.

2.0.CHAPTER II: Literature Review

2.1.Introduction

Lauby (2005, 32) defined employee motivation as the workers' intrinsic enthusiasm and drive to role play in the achievements of the objectives of the organization. Podmoroff (2005, 76) described motivation as the inspiration and the feeling of the importance of one's role in a place of work. According to Drischel (2003, 36), to motivate an employee is to instigate psychological forces that predetermine and direct the workers' behavior, level of commitment and effort in a collective unity to realize the ideals of an organization. Notably, employee motivation creates the continued interest in the employees to participate in the activities in the organization. It is one of the most significant yet fragile management tools (Bruce & Pepitone 1999, 38). Bruce (2003, 44) described it as fragile because in often derails the processes that would inspire the achievement of organizational goals in the event that it is not dully considered.

Motivation is subject to both external and internal factors and results from the subconscious and conscious with factors like incentives and expectations. Lauby (2005, 39) illustrated that motivation in exhibited through commitment and creativity and usually defies odds like a shrinking economy and other challenges experienced out of and within work.

According to Honore (2009, 64), motivation defines the level to which an individual chooses and wants to engage or partake in specific behaviours. The engagement appetite creates a desire for persons to strive for achieving the best outcome; thus motivation is integral for the improvement of performance (Guo et. al. 2014, p. 736). Lazaroiu (2015, p. 100) opined that performance in the measure of organizational effectiveness. According to him, business effectiveness shows the extent that an organization fulfils the set objectives without depleting its resources or causing

undue strains to the employees or the overall stakeholders. Honore (2009, 66) further theorized that motivation enhances the valence of the workers by upholding the affective orientations towards achieving the goals of the organization. Motivation in the opinion of Achim, Dragolea, and Balan (2013, p. 688), elicit significance and necessity for cohesion and the alignment of the interests of the employers and those of the employees.

Arreglado and Peck (1992, 16) illustrated that motivation starts at individual levels which is a factor that makes it a complicated subject. The complexities involved at the individual capacities are, according to Gunkel (2006, 25), founded on the intellectual, biological and emotional influences. Blending this numerous factors require great psychological experience, emotional control, and the professional expertise that would facilitate the application of theories.

2.2.Employee Motivation Theories

Kusluvan (2003, 71) opined that there are several management theories get applied in the motivation of employees, and that in their diversity, befit all the differences in the leadership qualities. In the first instance, there is the *Needs Motivation Theory* that offers the insight for the employees into the internal attractive nature of the organizational outcomes (Arreglado & Peck 1992, 56). The theory explains that there may develop a sense of dissatisfaction in individuals/workers that motivates them to adopt the particular behaviors that would inspire the achievement of the goals (Lauby 2005, 32). According to Dworaczek (1984, 41), the needs theory is the most significant of all the theories and is the basis from which other theories stem.

Doyle (2005, 17) illustrated that the second of the employee motivational theories is the equity theory that defines the necessity for parity and equitable allocation of resources. Resources that

may be targeted for employee motivation, as Thomas (2010, 59) explained, include the incentives, finances, positions/rank. Ideally, the equitable allocation of these resources facilitates fair treatment which often has some of the most significant psychological impacts (Bruce & Pepitone 1999, 40).

The other theory was described by Podmoroff (2005, 85) as the *Expectancy Theory* which defines the projection and emphasis for the mental processes that concern choice. Drischel (2003, 36) elaborated that the expectancy theory realigns self-interests and rewards and creates a link between behavior and commitment, and the organizational goals/objectives.

The fourth motivation theory, as Gunkel (2006, 35) explained, is the Herzberg's Motivation Theory. Herzberg highlighted the significance of separating the motivating factors from the de-motivating factors. Examining the Herzberg's Theory, Thomas (2010, 61) opined that concepts like movement against motivation can are significant contributors to the friction that often de-motivates the employees or motivates them. For instance, the need for appreciation, which the employer can respond to by showing the actual appreciation or ignoring the need itself, can inspire different employee reactions. Bruce (2003, 38) illustrated that negativity from the employer of boss is always likely to inspire negativity from the employee.

The fifth theory was, according to Doyle (2005, 29), devised by Hackman and Oldham who conclusively agreed that the kind of task to which an employee is committed is in itself a motivation factor. To encourage workplace motivation, a management would be required to employ mechanisms like rotation and enrichment. Kusluvan (2003, 79) explained that the theory highlights the exploitation of skills, task significance and identity, feedback and autonomy to manipulate the psychological states of the employees. In this sense, the employee may

experience meaningfulness and value which are some of the most significant ingredients of employee motivation (Dworaczek 1984, 41).

Motivation in the terms of Fargus (2000, 83), explain the significance and necessity for cohesion and the alignment of the interests of the employers and those of the employees. Dworaczek (1984, 24) highlighted that the two entities can barely achieve their objectives in the event that their motives do not befit the ingredients of motivation.

2.3.The Importance of Employee Motivation in Job Performance

Drischel (2003, 41) illustrated that motivated staffs always increase the productivity of organizations. That is because the individual concerns, or the satisfaction of individual needs, as Bruce (2003, 95) explained, always amount to the satisfaction of every member of the staff. When highlighting the significance of employee motivation, Doyle (2005, 46) briefed the psychological benefits that often arise from the motivation. He so states that motivation manipulates individual psychology and provides the inroads that can be exploited to formulate a mechanism for molding a staff into a coordinated and productive unit. This nature if cohesion promotes understanding and the collective realization of the fact that individual objectives can barely be achieved in spite of team work and collectivity (Gunkel 2006, 73).

That factor, according to Drischel (2003, 41), defines the first of the most significant ingredients of productivity and the results of motivation; *team work.* Team work is the collectivity and corporation to which all staff members commit in the realization of organizational goals. Fargus (2000, 62) explained that motivation facilitates satisfaction and joy. It is easy, as Kusluvan (2003, 85) proved in his research, to team up in such situations. That is because all the

employees will often develop the feeling that their individual and common objectives for which they signed up for the organization have been satisfied (Gunkel 2006, 25). That common ground, as Podmoroff (2005, 77) illustrated, always instigates the processes of cohesion and team responsibility which consequently positively factors into the organizational productivity.

Reduced turnover, which is the other benefit, was explained by Dworaczek (1984, 24) to be the increased organizational capacity to keep hold of its best employees. Dissatisfaction and disgruntles often ultimately inspires employees to seek alternatives. Fargus (2000, 83) opined that the human psychology is developed in a way that often creates the inspiration to team with entities that reciprocate respect, love, care and concern in equal measure. Committed employees who are constantly exploited and not motivated may feel that the organization is not integral in their individual aims (Drischel 2003, 41). They so tend to seek satisfaction elsewhere. Turnover has adverse effects on organizational performance as it derails the processes of organizational performances by creating voids and diversions (Arreglado & Peck 1992, 60). According to Bruce (2003, 27), turn over may subject an organization to the modification and realignment of organizational objectives and resources so to fit the new workforce demands.

The third benefit is innovation and efficiency. Satisfaction, in the terms of Lauby (2005, 52), manipulates the productivity of individuals. In their strives to improve the organizational performance, individuals may notice the elements that could be implemented to facilitate certain processes. That is, according to Bruce, and Pepitone (1999, 57), the essence of innovation. Podmoroff (2005, 41) defined innovation as the creation of mechanisms that facilitate solutions and makes processes faster and easier to achieve. Motivated employees always seek to implement the diverse mechanisms that would improve productivity by saving organizational resources and time. Podmoroff (2005, 41) explained that innovation improves organizational

efficacy and promotes the indulgence of the employees in their duties/responsibilities. That is a factor that highlights the significance of investing in innovation through employee satisfaction (Podmoroff 2005, 76).

The other benefit of the employee motivation is that it facilitates management. That is because employee satisfaction improves cooperation and the pragmatic solutions of organizational challenges. Satisfied personnel meet the demands of their obligations without follow up and are often productive (Arreglado & Peck 1992, 63). Their productivity, which is the key concern for the management, is always a chop off the shoulders of the managers. Ideally, the motivated staff even project solutions and corporation when relied upon to effect a process. It is easier to manage motivated staff because, as Lauby (2005, 67) explained, they are always organized, corporative, and can adhere to the elements of cohesion.

Fargus (2000, 42) also highlighted increased returns as a benefit of employee motivation. Essentially, teamwork, reliability and cohesions are factors that directly affect productivity which in turn directly impacts on the financial returns of the organization. Thomas (2010, 59) opined that most organizations whose objective is financial returns must always adhere to the principles of employee motivation. Moreover, motivated staffs are always less likely to embezzle or misappropriate the organizational finances (Bruce (2003, 95). Motivation also facilitates the promotion of the most qualified staff, or the individuals who are best capacitated to handle the organizational issues. That is a factor that is always motivated by the proposals of the employees (Gunkel 2006, 79). According to Bruce, and Pepitone (1999, 56), unmotivated staffs are always less concerned about the kind of individuals who lead them as they are never concerned about cohesion and results.

2.4.Challenges to Employees Motivation in Relation to Job Performance

Despite all the benefits that may be accrued from employee motivation, there are always the

elements that challenge or threaten to negate the managerial aims of employee motivation. Bruce

and Pepitone (1999, 34) identified workforce diversity as one of such elements. He so explained

that every workforce has members with different attitudes, ambitions, skills, and even

expectations. Therefore, as Gunkel (2006, 51) illustrated, meeting the demands of such diversity

may require the implementation of different mechanisms and measures. This, according to

Thomas (2010, 42), is always strenuous and is a factor that often limits an organizations

objective of employee motivation. Thomas (2010, 54) and Dworaczek (1984, 62) explained that

the strain often results from limited resources, and the fact that the resources must always be

used to meet several other organizational demands.

Arreglado and Peck (1992, 30) explained that managerial factors like rightsizing and downsizing

always comprehend the virtues of employee motivation. That is because some employees may

always feel threatened targeted by the actions (Drischel 2003, 62). As such, they may suffer from

psychological distraction and distress which are other factors that may compromise the value of

employee satisfaction. For instance, any demotion or exclusion of some members from the

organization may make some staff members to fail to recognize the positive elements of

motivation (Podmoroff 2005, 58). Drischel (2003, 71) explained that such managerial strategies

always extinguish the desire of employees to overreach to themselves.

There are also the challenges projected by the personal challenges experienced by the employees

(Doyle 2005, 48). Gunkel (2006, 82) gave a vivid example of a mother whose husband is

incapacitated with a disease and must therefore meet all obligations at home plus support her husband and children. Ultimately, such burden often wears out the capacity of an individual to maintain productivity (Kusluvan 2003, 73). Kusluvan (2003, 49) explained that regardless of the motivational measures taken to improve the efficacy of such affected personnel, there is always little fruit borne from the effort. Moreover, getting rid of such people is often challenging as it would only display lack of concern for the staff or an egocentric attitude (Thomas 2010, 87).

Fargus (2000, 52) highlighted that striking a balance between these challenges and organizational productivity is usually an uphill of a task. However, in the event that a balance is not achieved, then the organizational objectives may be compromised (Thomas 2010, 93). Ideally, motivating a staff should also not be limitlessly conducted as it may also strain the berth of resources on which the organization relies (Bruce & Pepitone 1999, 53).

3.0.CHAPTER III: METHODOLOGY

This research assumed a systematic design with clearly outlined procedurals that defined methods that were employed to align the employees' expectations and the organizational projective. As Newman and Benz (2006, 29) required of the methodologies, I implemented a projection of the models and paradigms that get applied that simplified the research by maintained its detail. I also used a combination of the definitive factors that enabled the creation of a strategy that dully addressed the concerns of the study.

3.1.Research Design

To project the detail of the research, I idealized a directional evaluation of the factors that contributed to the development of the study. Moreover, I used the ideals of the WHO (2001, 61) that opined that a research should always be comprehensive enough to cover the details that would factor into the results and hypothesis of the study. Considering that every research design is always subject to factors that define the study limitations as such form the building blocks of the entire research, this research was structured to observe the definitive elements that always instigate the limitations. Albeit there are different study types, I designed my study to be cross-sectional. Cross-sectional designs, as Sreedharan (2007, 36) elaborated, offers a trajectory and comprehensive analysis and study of several factors within limited durations of time. Moreover, I used the design as it exploits several avenues of research by creating an interactive platform that would enable an elaborative projection of the results. Ideally, the research design also befits

the research topic that is clearly demanding and requires intense interactions with the participants.

3.2. Sampling

To implement a comprehensive sampling mechanism, I used a projection that exploited the benefits of reduced populations to represent the ideals and characteristics of the entire population. Precepts that guided sampling in this instance observed the elements that facilitated the research when yet limiting factors and challenges such as strain on resources inclusive of labor and finances. They also facilitated the conduction of studies within limited timeframes. Ideally, it would be challenging and time consuming to interact with all the members of a target group/population considering the large size of the population. Other significant elements that were considered include the disparities between the population and the resources that have been allocated for the research.

Simple random sampling was used to facilitate this research because it has numerous advantages over the other methods. In the instance, it is the equitable consideration of all contributing factors and subjects and issuing every candidate an equal opportunity of participation. Considering that the use of the method may also result in the collection of a sample that barely reflects the characteristics of the targeted population, precautionary measures were taken. For instance, the non-targeted members of the population were eliminated at the preliminary stages of the research.

3.3. Target Population

The sampling was targeted at the populations of workers at the top and significant companies in the UK; Marriot Hotels, TGI Fridays, and the American Express Services Europe Ltd. Moreover, the CEOs and the managers at the companies were also included in the research as participants. The choice for this population is the fact that the companies have been through definitive moments that have compelled them to use the strategies. The use of the strategies significantly contributed to the molding of the organizations to the tune that they have become most employees proffered (Kothari 2005, 74). This target population would as such provide a comprehensive analysis the factors that have continually affected employee motivation and the benefits of the implementation of strategies that define the same.

3.4.Sampling Frame

The criterion for choosing the three UK companies, Marriot Hotels, TGI Fridays, and the American Express Services Europe Ltd, was by considering their latest strategies. In essence, the three participants were randomly selected from a list of companies that specify in their websites that they have adopted employee motivation. Out of the 25 companies that reported their motivation strategies, the selected companies revealed their definitive status that compelled them to institute motivational strategies. Notably, the threshold percentage of selecting the companies was from the sampling frame was met since it should be at least 10% of the overall list/population (Newman and Benz 2006, 54). The list of 25 companies was derived from the UK Best Companies of 2015 that has achieved higher scores in workplace engagement strategies.

The UK Best companies have been listed after a comprehensive study of the companies in the London Stock Exchange since 2001 (Chaudhry 2015, p.12). The basis for ranking the companies is the workplace engagement that explicitly depends on the level of employee motivation. Through a predetermined content analysis of the list (Shown in the appendix 1), Marriot Hotels,

TGI Fridays, and the American Express Services Europe Ltd were selected due to their top

ranks. Despite the aspect of non-probability of choosing from the top five, equal opportunities

were assigned to the selected companies that have related goals (Ivey 2012, p.155). In total, the

selected companies had about 10,000 potential research participants. Out of the 10,000 list of

comprising CEOs, managers and employees, 500 respondents were selected particularly because

they understood the strategic plans of their respective companies. The information was obtained

from the websites of the companies.

In addition, the sample frame of the respondents was derived from the company records of the

recruited companies. The companies provided the list of their human resource capacity from

which a further selection criterion was initiated. The 500 respondents chosen must have had

leadership roles either at the overall of department contexts of the companies. The archives from

the companies provided that vital information that facilitated eased sampling process. Evidently,

the research participants included the CEOs, managers, and employees who had leadership

responsibilities.

3.5.Sample Size

Kuada (2012, 51) explained that the sample sizes should always be determined by the scope of

the research and the size of the targeted population in entirety. The 3 targeted companies have an

average of over ten thousand employees which created the compulsion to use a sample size of

500 participants. This size, as Marlow (2011) illustrated, creates a perfection ratio that would

facilitate a comprehensive evaluation of the research ideals in the population. It is neither too

small to under represent the populations neither too large to strain the research resources.

Notably, the sample size of 500 participants was larger enough to meet the threshold requisitions

comparable to the target population. Therefore, the sample was representative of the overall

population that allowed extrapolation of the research findings. Also, the sample was reached

through random sampling that further enhanced the representativeness and increased the

reliability of the study methodology and results (Ivey 2012, p.155). Reliability of a research is

measured through test of validity; for instance, internal validity checks on the test consistency.

Additionally, since the findings have to be extrapolated to the entire and beyond the target

population, it is also imperative to ensure external validity (Ivey 2012, p.167). Assigning equal

chance to the participants reduced biases despite the effort and time involved in relation to

purposive sampling technique.

3.6. Research Instruments

The main instruments used in the study included interviews and questionnaires. They were used

to collect the primary data and information that was critical for analysis of the variables that

include staff cohesion, teamwork, and creativity. For instance, the in-depth interviews of the

participant allowed a qualitative description of the companies' performance variables. Similarly,

the questionnaires that had both open-ended and closed-ended questions were designed to

facilitate the acquisition of the relevant information vis-à-vis institutional motivation and

productivity/performance.

Interviews were used to exploit the interactive nature of the research. Bhattacharya (2006, 50)

explained that interviews provides a researcher with the opportunity to examine the subjects that

had not been previously idealized. Moreover, it provides the opportunity to challenge the

projections of the participants on the instance and accord the opportunity to defend their

hypotheses. These are the reasons for which the research was banked on interviews as one of the

interactive mechanisms for primary research. The questions that were used to conduct the interviews were formulated on the significant factors that have been projected by organizations and trade unions in their examination of the ideals of employee motivation. Notably, the interviews were only used for the very significant members of the population; CEOs, Managers, and workers representatives.

The other instruments used were the questionnaires that also projected almost similar questions to the other members of the participating populations. The questionnaires were formulated with a series of questions that ranged from open-ended questions to close-ended questions. The variation of questions in such a trend, as Scruggs and Mastropieri (2006, 42) explained, is significant as it provides the podium for an elaborative analysis of the provided answers. Moreover, it creates the platform upon which unnecessary and long answers can be avoided. As such, it limits the verbal projections in the answers to the actual details that are required to build the research.

Notably the instruments measured the variable of motivation and productivity. For example, the questionnaire was used to measure the incentives and expectations of the managers and employees of the selected companies. Implicitly, incentives and expectations of the organizations were used as the facets of motivation. With that, it became easy to predict how the various firms institutionalized motivational or demotivational programs in their systems. On the other hand, online interview of the respondents was applied to solicit and explore the variables of business performance. As mentioned, the aspects measured included the workers' cohesion, teamwork, creativity, even satisfaction. In a nutshell, interviews and questionnaire instruments were employed to measure how organization incentives and expectations (motivations) influenced employee cohesion, teamwork, creativity, and satisfaction (performance).

3.7.Data Collection

The research exploited the internet and emails to send soft copies of the questionnaires to the

participants. The same mechanism was also used by the participants to send back their

feedbacks. The use of the internet was facilitated by the fact that it easier to use and is a lot faster

that manual mail. Moreover, it guarantees the delivery and collection of the research instruments.

It was also used to facilitate online calls for the interviews. The calls were recorded to enhance

the quality of the analysis and to facilitate the correction of misconceived data that would have

hampered the research development.

4.0.CHAPTER IV: RESULTS

The research revealed that 30% of the participants were not satisfied by the efforts that had been made by their employers and organizations in upholding the virtues and precepts of employee motivation. Whilst 10% stated that they could not clarify whether the efforts made were satisfactory or unsatisfactory, the remaining 60% projected that they were satisfied with the efforts that had been made.

Fig. 1
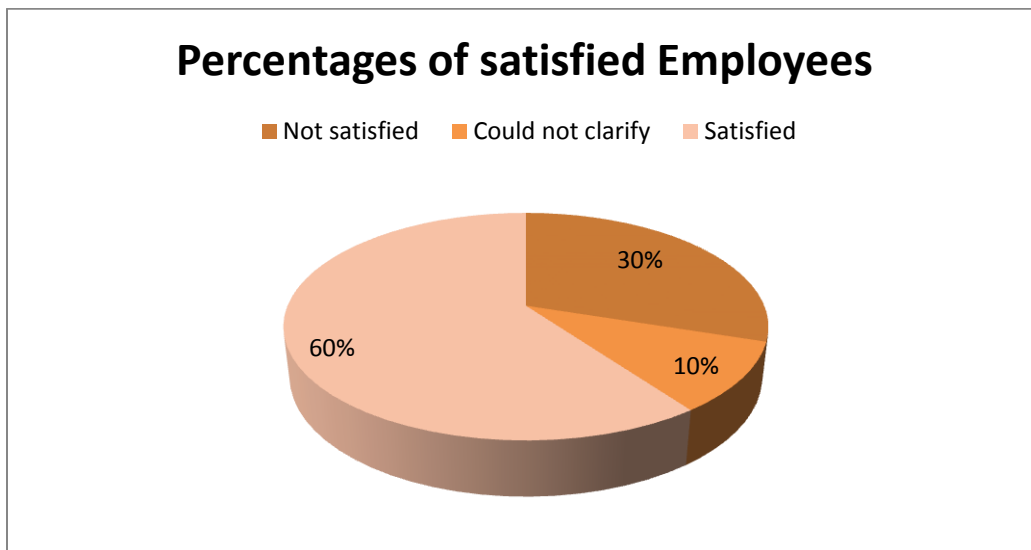
45% of the participants projected that they felt that the organizations had not dully exhausted all pointers/opportunities of employee motivation. As such, they felt that there was unexploited potential in the workforce that could be used to increase productivity. 40% felt that the organizations had done their level best and there were no more avenues to be exploited. The remaining 15% were undecided on the subject of the exhaustion of all opportunities/resources.

Fig. 2

Employees on the Exaustion of Resources by their Organizations on Employee Motivation

- Felt that the organization had not dully exausted all resources
- Felt that the organizations had done their level best
- Undecided on the subject

45%

40%

15%
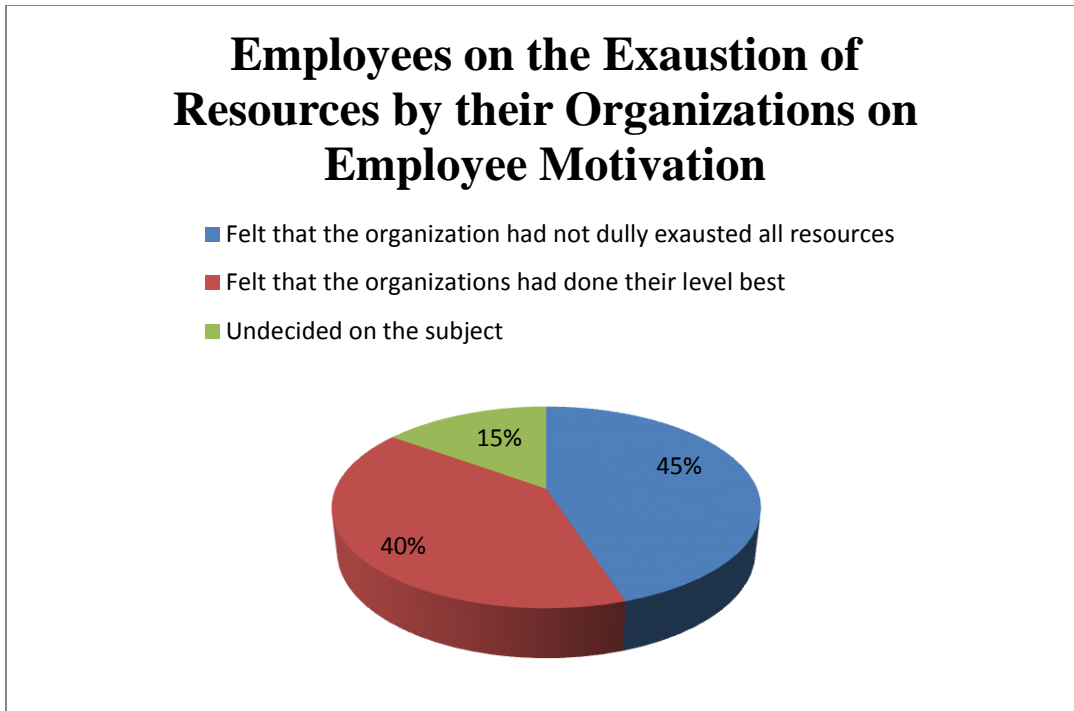
80% of the sample population felt that employee motivation was a significant element in the revitalization of productivity through cohesion, improved team work and increased creativity. 15% gave a contrary projection that clarified that it is the workers obligation to serve diligently without motivation. This population also clarified work is part of life yet nobody needs motivation to leave. They so felt that the workers that were demanding motivation are not doing what they love and have been compelled by situations to take the jobs. The other 5% remained unressponsive to the subject of the necessity of motivation.

Fig. 3

Employees on the Signficance of Employee Motivation

■ Felt that Employee Motivation was Signficant
■ Felt that Employee Motivation was insignificant
■ Remained Unresponsive

5%

15%

80%
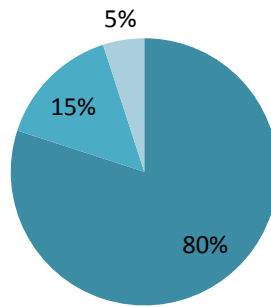
40% of the managers clarified that they felt that employee motivation exploited the organizational resources unnecessarily but they were compelled to commit to the precepts so as to maintain cohesion. The other 60% admitted that employee motivation was a significant investment that ideally improved the productivity of the organization.

Fig. 4

## Managers on the Value of Employee Motivation

■ Felt that Employee Motivation exploited the organizational resources
■ Admitted that Employee Motivation was a signficant investment

40%

60%
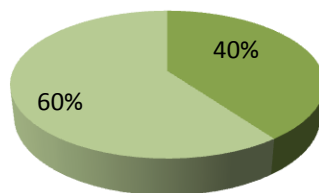
55% of the managers also admitted that they had tried other avenues to bolster productivity but failed miserably and had to revert to use motivation as one of the most significant strategies. 40% of the managers stated they had always believed in the ideals of employee motivation and as such, had not tried other avenues. The remaining 5% projected that organizational productivity is down to leadership skills and that they always use whatever means they deem fit to get desired results. For instance, others admitted to threats like loss of job or demotion while others admitted that they have even diluted the powers and privileges of individuals with noteworthy positions to compel others to work.

Fig. 5
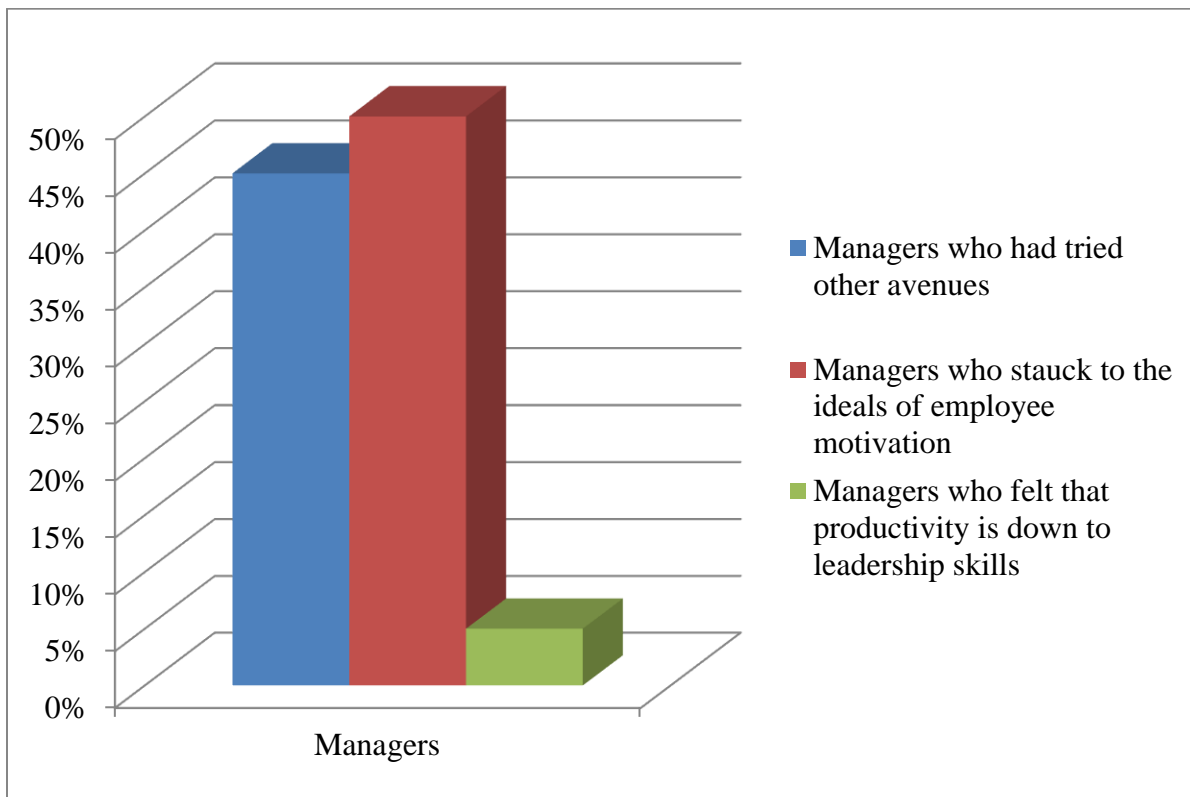
75% of the managers projected that employee motivation has benefited their organizations by improving cohesion, reliability, teamwork, improved work ethics, and increased individual

productivity. These in turn improved the organizational productivity, reputation, and financial

returns. 25% of the managers claimed that other factors like leadership skills have been the

significant contributors to productivity. Such managers illustrated that there are industries that

have maintained operative principles and precepts of employee motivation upon managerial

shifts and changers but have still collapsed. They also pointed out that the organizations that

have sustained continuity in management always succeed for longer durations and in way much

better levels. The other 10% illustrates that productivity is subject to the economic strength of a

nation. This, as they explained, makes the workers feel that their hard earned money is worth the

purchases that they make. The joy that they feel when the economy is strong as such impacts on

their ability. They also explained that whenever the economy is weak, no workers would ever

feel the joy of using their money and will consequently affected at work.

Fig. 6
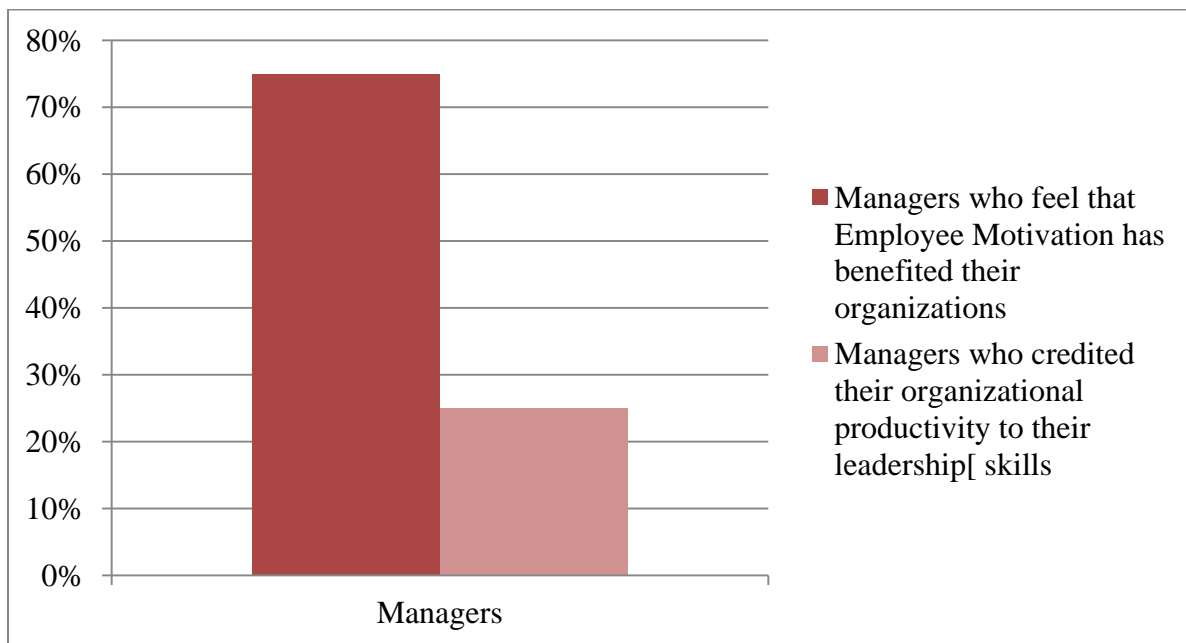
The questionnaires also projected that a majority had been at several points been discontented with the managerial criteria and handling of the factors that related to employee motivation. Ideally, such workers had written to the managements of their organizations or to their respective trade unions as they sought clarity and better treatment. Albeit some workers had never experienced any motivational hiccups in their work experience, these were mostly young workers who had not served for over two years in their places of work. It is the senior workers who had had most of the problems.

Most of the workers projected that whenever they had hiccups or unaddressed complains, or whenever their trade unions/leaders had called for strikes or go slows, they experienced harsh treatment from their bosses. In the event that the reasons for which they protested are not dully answered/satisfied, they always felt even more disheartened and worked out of compulsion rather than for productivity. Managers also illustrated that during such times, their relationships with the employees were strained and this also impacted on their productivity as managers.

Workers also explained that whenever they had to strike or protest in any way so to get any of their needs addressed, they never felt that the organizations dully respected them even if their demands were met. As such, their productivity was always affected as they developed the perceptions that they only have to use force so that their presence, diligence, hard work, and even suffering can be felt. On the other hand, if the organizational management kept on appreciating their significance by awarding their hard work, they always felt motivated and worked even harder. These workers and some managers equated motivation through appreciation to hard work and increased productivity. Some of the workers also argued that rewards are vital in the elevation of the psychological status of all personnel committed to the organization.

Managers explained that staffs that were fond of striking barely exhibited any creativity or constant productivity. Instead they developed repulsion toward the managers and other senior staff. They also showed lack of interest in any organizational activity or appreciated any organizational achievements. According to the managers, such staff members were always committed to other activities, especially personal issues. They so had increased number of excuses for not committing to organizational objectives and were frequent at asking for leaves. Other than that, they barely showed any commitment and were chronic absentees or latecomers. Their impact on the organization, as the managers illustrated, is always negative.

The Managers also projected that they experienced significant challenges in the execution of their employee motivation strategies. For instance, they cited pressure from legal authorities and other organizations like trade unions and municipal authorities. Some of them termed limited resources to the most significant barriers to the implementation of the strategies while others explained that the diverse preferences of the workers projected serious challenges. All of the managers who had committed to employee motivation as a supplement to organizational productivity admitted that they had experienced varied challenges at some points in their management. Others even explained that some of their staff members were never satisfied with whichever measures they took to motivate their staffs.

Employees illustrated that they often find it easier to associate with themselves whenever they are satisfied. Satisfaction, to them, is achieved when the organization does not wait for them to make protests to compel them to meet their demands. Nonetheless, whenever the organizations made significant attempts to appreciate their work, they always found themselves easily achieving a collective responsibility of meeting the organization's objectives. To them, this

stemmed from the individual's desires to pay back the organization. It is the desires that when teamed up, created cohesion and team work.

The preferences of the employees when it came to the subjects of motivation varied. Whilst some employees preferred vacations, others preferred monetary token that were issued in bulky checks. Others preferred promotions to senior positions while others also preferred job group promotions. The ones who never preferred promotions to senior levels/positions cited increased responsibility as a reason for which they preferred monetary value for their diligence. On the other hand, the populations that preferred promotions to the senior positions cited that such promotions offered opportunities for advancement to ultimately reach attain significance and the best salaries and privileges.

Lastly, all the employees who constantly used protests to compel their employers to meet their demands often felt that they had no job security. As such, they were always on the lookout for other jobs so that in the events that they lost their existing jobs, they would not remain unemployed for long. The two factors always limited their concentration and made them unsettled. Managers clarified that unsettled employees were always unproductive or kept committing mistakes thus affecting the productivity of the organizations.

5.0.CHAPTER V: ANALYSIS AND DISCUSSION

    5.1.Analysis

More than half the total populations exhibited satisfaction with the efforts that their managers/organizations had made in motivating/appreciating their input into organizational productivity. Despite this satisfaction, a larger population still felt that their organizations could do more in the name of creating employee motivation strategies. Moreover, almost all the employees felt that employee motivation was a significant contributor to the productivity of the organization. Nonetheless, some few felt that the organizational productivity was a delegation of the employees and they needed not to be motivated to fulfill their duties. However, this was a negligible population as they only made up 16% of the total sample population. Other than that, almost all workers who had had to use aggression and demonstrations to compel their organizations and managers to meet their demands always lost interest of diligently serving the organization.

Employees collectively agreed to the fact that motivation always enhanced factors like their team motivation, cohesion and creativity. They associated that fact to the desire to work and pay back the organization. Ideally, almost all the participants projected different preferences when it comes to the nature of choices that the organizations should implement to motivate them.

The other faction of participants, the managers, also illustrated factors that bore similarities to the employees to some extent though some of them projected contradicting ideologies. For instance, most of the managers acknowledged that employee motivation was one of the most significant ingredients to organizational productivity. Other managers acknowledged that every time that

they met the employees' demands under compulsion, they always witnessed reduced productivity among their staff members. Moreover, others opined that the workers demonstrations and strikes always strained their relationships with the workers, a factor that often reduced the productivity of the organization.

While most of the managers acknowledged that employee motivation had factored into the success of the enterprises that they led, others projected contrary opinions. They so illustrated that organizational success was down to the leadership strategies that they implemented. Such managers also felt that employee motivation, in its being insignificant to organizational productivity, was not an appropriate investment. They so felt that it was a waste of organizational resources. However, most managers explained that employee motivation had enhanced their management by improving organizational productivity.

However, the managers who expressed that they had been committed to the of employee motivation as a strategy for employee motivation also explained that they had experienced several challenges in the implementation of their strategies. Such challenges had demeaned their efforts in several measures. For instance, the employees' diverse preferences, and limited resources has hampered the implementation of the strategies in several occasions. Other managers felt that external pressure has in some occasions compromised their desire to effect the implementation of employee motivation.

5.2.Discussion

Employee motivation should always be implemented as precautionary measure to divert instances like strikes, go slows and other sinister occurrences that would generally reduce

productivity. Bardwick (2008, 112) explained that motivation should be idealized to keep employee committed and their productive best. That factor explains the dissatisfaction and lack of commitment that the employees who had to compel their managers to meet their demands exhibited. Ideally, they felt that the organization failed to acknowledge their significance and all measures of contribution. According to Reilly, Sirgy and Gorman (2012, 63), such feelings always resulted from disoriented psychology and the perceptions that all the managers cared about was their interests.

Briggs (2008, 89) and Allen and Wilburn (2002, 95) illustrated that productivity, which is always a resultant of the individual efforts that employees exhibit, must be sustained through mechanisms that manipulated the psychology of the employees. This, they so explained, would be achieved through the dimensional approach to satisfying the desires of the employees. Eriksen (2007, 74) also explained that in every organization, every individual had a need that should be addressed. For instance, others may have financial desires while others are concerned with status and positions. The satisfaction of these demands often manipulates the psychology of the workers. When they feel that their needs are answered, they develop the desire to meet the expectations of the individuals who met theirs. This factor explains the improved productivity that stemmed from improved cohesion and team work and increased creativity. Pride, Hughes and Kapoor (2012, 63) stated that joy and satisfaction are the primary ingredients to creativity in every organization.

Hardina (2007, 73) analyzed the cultural compositions and richness of staffs across the UK and explained that the differences in cultural set up often lead to the creation and development of different personalities. Personal background and other factors like schooling and parentage also mold personalities to adopt different preferences. Moreover, conditions like immediate

necessities and requirements also define preferences. According to Bardwick (2008, 74), it is these factors that are significant in the explanation of the diverse demands that employees have when expecting rewards for motivation and appreciation. Allen and Wilburn (2002, 34) elaborated that the employee demands are subject to their psychological compositions. It is the human psychology, as Eriksen (2007, 90) explained, that is responsible for standards. Clearly, the differences highlight the difference in the standards that the employees exhibit.

Wagner and Harter (2006, 38) opined that it is ideal for managers to exploit every opportunity they can get to improve their organizational performance. Though Bardwick (2008, 73) explained the performance cannot be bought, Gitman and Mcdaniel (2008, 52) illustrated that performance can be purchased by investing in employee motivation. This, as has been unearthed in the research, improves several productive elements in the organization. That explains the projections that some of the managers made regarding the nature of employee motivation as an investment. The managers who acknowledged that the strategy is an investment had, as Reilly, Sirgy and Gorman (2012, 63) explained, realized that there is a direct connection between motivation and productivity. These managers not only benefit from increased organizational productivity, but also complete control over the organization/enterprise. That is because the employees become loyal. As such, they can always use the workforce to achieve anything for the organization.

According to Bardwick (2008, 74), there are different types of managers. In the first instance, there are the democratic and influential managers who always use ethical strategies to exploit the abilities of their employees. On the other hand, there are the autocratic leaders/managers who believe in compelling the workers to meet their demands. Such managers always exhibit little or no concern to the factors that affect their staff members. Though they may always commit to use

the unorthodox/unethical strategies to achieve their objectives, they always limit the productivity of the workers. Always, as Wagner and Harter (2006, 59) explained, in the event that they leave and their positions are taken over by individuals who comprehend the benefits of employee motivation, the performances of the organizations are always more than likely to improve.

Ideally, managers who are open to the implementation of employee motivation as a strategy for improving productivity stand to gain significantly from the strategies. Allen and Wilburn (2002, 62) highlighted that the benefits accrued from employee motivation are not comparable to the nature of returns that are accrued from the investment. For instance, cohesion and improved team work, coupled with improved individual productivity have been significant in the realization of increased productivity for the organization. Organizational productivity, as Hardina (2007, 73) illustrated, is the definitive feature for the existence of most organizations and enterprises. That factor so explains the reasons for which the organizational managers should always uphold the necessities of employee motivation. Moreover, as highlighted, earlier, it is an intrinsic mechanism through which managers can gain total control of the organizations.

However, despite all the effort that managers put to use in the implementation of employee motivations, there are always several challenges that hiccup the processes. Griffes and Barton (1993, 61) elaborated that the challenges are definitive of the missteps that define every management. That is because, according to Pride, Hughes and Kapoor (2012, 131), before a management can commence to committing to employee motivation as a management strategy, they should weigh the pros and cons. That is a procedural that would always promote the projection of possible hiccups to the strategy. As such, it would be easier to create counter-measures that would facilitate the projection of strategies to the challenges that hamper the implementation of the strategy. Notably, in the event that the managers created side-plans and

counter measures, every detail of the strategy would be clearly implemented. According to Bardwick (2008, 63), side-plans and counter-measures always offer alternative mechanisms that can also be used as supplements during the implementation of a strategy.

The benefits that organizations stand to accrue from employee motivation should always act as the catalysts to the implementation of the strategies (Allen and Wilburn 2002, 107). Employees, in their humane desires, always need to be appreciated through systems that recognize their contributions and significance to an organization/enterprise. The projections of this study are indicators to the definitive elements of employee motivation that have been significant in the realization of organizational results of some of the best companies in the UK. Though there are different opinions to this regard, it is clear that the organizations/managers who generated mechanisms that satisfied the desires of employees have achieved a comprehensive nature of success.

According to Guo et. al. (2014, p. 739), effective managers are those that fight to improve the employee performance, which influence the overall growth of the organization. Jaksic (2013, p. 83) noted that low worker engagement and stress derail the culture of success and commitment that ultimately lead to lowered productivity. Supportive leaders unravel the full potential of their workers through motivation using incentives and increasing the expectation index so as enhance creativity and commitments (Lazaroiu 2015, p. 101). As a result, the majority of the contemporary enterprises put more emphasis on the performance or productivity management systems so as to generate a higher degree of job productivity. As hinted, the productivity is a function of employee engagement that requires a mandatory perspective of motivational and collaborative approach to management (Achim, Dragolea, and Balan 2013, p. 688).

6.0.CHAPTER VI: ETHICS AND RESEARCH LIMITATIONS

6.1.Ethics

The first of the ethical practices that defined the research was *justice* which involved the equitable allocation of chances of participation. To effect the elements of justice, the individuals who would project an imbalanced sample were avoided. Moreover, nobody was coerced into participation at the expense of the willing populations. Other than that, the participation of the participants was guided by the elements of *autonomy*. As such, they were accorded the right to choose the questions to answer. The third ethical practice observed *beneficence* that ensured that risks such as exposure were avoided through a mechanism that involved risk calculation.

The factors that were considered as the ethical definition of the participants' consent included disclosure, voluntariness, understanding, and competence. As such, the information collected on the questionnaires or from the interview were not meant for publication as their use were limited to the evaluation of the research hypothesis only. Lastly, the research was founded on the precepts that discouraged deception of the participants. No participant was given misleading information or information that concealed any elementary factor in the study. That required that all of them were briefed on the purpose and rationale of the research.

Research Limitations

Several stumble blocks threatened to negate the development of the research. For instance, making contact or reservations with the managers was an uphill of a task. Considerably, the organizations targeted are some of the most significant in the UK. Moreover, their success is inspired by the nature of commitment that the managers and all other employees have for their jobs. This nature of commitment explains their reluctance or issuance of limited time for the interviews. Most of them, including the larger number who declined to take the interviews cited that the interviews were impromptu when they had other activities to commit to in their schedules.

The other challenge was experienced in the course of sampling as some members of the targeted population did not understand the ideals of the research. Some employees misconceived the objective of the research to be a motive that was aimed at making them dissent their managers and employers. This, they so claimed, would cost them their jobs. In a similar bearing, some of the participants who obliged to the request avoided answering some of the questions as they also reasoned committing to such actions would jeopardize their relations with their organizations. All these occurred despite the fact the anonymity assurances that were made for them.

Limited resources also limited the scope of the research. Ideally, the primary research conducted was intended to be more diversified. It was not just meant to implement the use of questionnaires and interviews as it also targeted the use of surveys to observe the actual situations and conduct an analysis from an experienced perception. Surveys, as Singh and Nath (2010, 52) explained, would have motivated a wider scope of the study by improving the interaction and creating the podium on which the actual ideals within the industries would be comprehended.

7.0.CHAPTER VII: RECOMMENDATIONS AND CONCLUSION

7.1.Recommendations

Considerably, employee motivation has been a significant management tool/strategy used by the UK enterprises. However, the highlighted strikes and go slows are clear indicators that the subject has not been fully implemented to maximally exploit the productive potential of the workforces, and to eliminate such occurrences. As the research participants projected, not all of employees who have been beneficiaries of employee motivation have expressed complete satisfaction. That implies that the strategy, as has been used in the institutions/enterprises, needs to be supplemented by other mechanism (Wagner & Harter 2006, 41). For instance, Marriot Hotels, TGI Fridays, and the American Express Services Europe Ltd. could use employment contract schemes that guaranteed improved pay or seniority depending on time or nature of service. This, as Gitman and Mcdaniel (2008, 58) explained, would be idealized as a protocol that defines the organization rather than as an employee motivation strategy. Nonetheless, it would keep the employees averagely happy, satisfied and motivated to work or stay to achieve a goal. That so implies that in the event that other strategies like bonuses or significant promotions were made, the employees would be more motivated.

However, Liff (2007, 74) illustrated that organizational protocol used to keep the employees happy are in themselves employee motivation strategies. Their implementation would, he so stated, inspire productivity on a continuous and elaborative mechanism. As such, organizations can rely on such strategies to uphold equity and avert sinister occurrences like strikes and go

slows. That does not, however, imply that they cannot use supplements to occasionally lift the team spirits and overly multiply productivity (Liff 2007, 90).

These enterprises, along with others in the UK, should also consider implementing the use of checklist or questionnaires with which they can investigate other matters that are not related to the work environment, but that threaten to negate the productivity of the staff. As such, they would organize ideal motivation schemes that befit the desires of most staff members. Wagner and Harter (2006, 53) illustrated that the application of such mechanism would always convict the employees to believe that the organizations for which they work comprehend their troubles and are willing to elevate their status. It is indeed the surest way of gaining the trust and the ultimate control of the organizational personnel.

7.2. Conclusion

The revelations made from the study highlight that one of the most significant ingredients to organizational success and productivity is employee motivation. The UK companies Marriot Hotels, TGI Fridays, and the American Express Services Europe Ltd., have ideally reaped from the investments made in employee motivation. As the interviews and questionnaires illustrated, cohesion, improved team spirit, creativity, and increased individual productivity are some of the key benefits that an organization stands to accrue in the event that they implement the strategy. These are factors that ultimately affect the overall productivity of the organization.

To achieve the benefits of employee motivation, the concerned enterprise/company must first consider aligning the ideals of the company with the individual objectives of the active personnel. Other than personal or other issues that are not related to work, most of the employees

always admonish for their companies to implement the elements that uphold equity. Other factors that are of ideal concern to them include payments and insurances, or elements that express appreciation like bonuses. Meeting such demands and adding more to the list that they did not expect, always earn the companies total control over their employees. Moreover, it reduces other factors like employee turnover.

The challenges that most organizations have experienced in the implementation of their employee strategies, as was unearthed in the study, can be averted through the creation of countermeasures. Moreover, the managers can also create side-plans. This can be used to fortify the strategies or provide alternative mechanism for approaching the entire subject of employee motivation. Though challenges demean the progresses and attempts made, creation of such diversified strategies always guarantee success. They are also indications of the motivations that the managers have to achieve organizational productivity.

Notably, the companies, in their histories of commitment to the ideals that define the mechanisms of employee motivation, have been accredited with insurmountable success. Albeit some of the managers dispute to the proven idea that employee motivation is in itself an investment, clarity has been drawn from the study that proves otherwise. It has been proven employee motivation surely factors into the ability of the workers to achieve their productive best. Disheartened workers have little concentration and reduced work rate. Motivating the employees significantly disentangles them from the factors that demean their commitment to the organization. It also makes them develop the psychology and desire that pushes to want to reciprocate the good deeds.

To wrap it up, the findings of the study showed that most of the companies that effectively implemented motivational parameters noted improvement in their performance. In particular, such enterprises benefited immensely due to employee teamwork, creativity, and cohesion coupled with satisfaction. That explains why the selected companies are ranked in the top five above other large companies in the UK (appendix 1). In essence, the findings approved the first hypothesis.

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CHAPTER VIII: APPENDICES

APPENDIX 1: List of UK Companies; Sample Frame for the Study
(Merited according to Workforce Engagement Index)

1.	**TGI Fridays**
2.	Sytner Group
3.	American Express Services Europe Limited
4.	Marriott Hotels International Limited
5.	Admiral Group
6.	Nationwide Building Society
7.	Bourne Leisure Limited
8.	Inchcape UK
9.	McDonald's Restaurants Ltd
10.	Iceland Foods Ltd
11.	Zurich
12.	Whitbread PLC
13.	EE
14.	EY
15.	Merlin Entertainments plc
16.	Atkins
17.	M&Co
18.	Halfords
19.	AXA
20.	RSA Insurance Group
21.	Elior UK
22.	Deloitte LLP
23.	Santander UK
24.	UK Power Networks
25.	HSBC Bank plc.

Adopted from: Chaudhry (2015)

APENDIX 2: Sample Questionnaire for Employees

<u>Personal Information</u>

Name:

………………………………………………………………………………………………

……………………………………………

Age: ……………………………………………………………………………….

Gender: …………………………………………………………………………….

Type of Work: …………………………………………………………………………….

Position at Work: ………………………………………………………………………….

<u>Questions</u>

1. Would you consider that you are motivated at work?

_____

2. Do you acknowledge that your employers and managers have made significant attempts

   at motivating the staff? If so, how would rate the attempts on a scale of 1-10?

_____

3. In their motivation, have the managers upheld equity?

_____

4. In your perception, how does employee motivation affect the productivity of the personal

   at the organization?

5. In your perception, what are the priorities that the managers should consider or use to

    motivate the employees?

6. Do you believe that the organization has exhausted every resource, or made every attempt

    at ensuring that employee motivation is effected?

7. Have you ever committed to demonstration to compel you managers to respond to your

    demands?

8. What is your take on the use of demonstrations to compel managers to act on employee

    demands?

9. How do demonstrations affect your relationships with the managers?

10. On a scale of 1-10, can you rate your productivity after a demonstration?

11. In the event that you had low productivity after a demonstration, can you explain the

    reasons why?

_____

_____

_____

12. AOB

_____

_____

_____

_____

_____

APPENDIX 3: Sample Interview Questions for Managers

1. What is your name?

2. What is you rank?

3. Are you conversant with the definitive features of employee motivation?

4. Have you ever used employee motivation as a management strategy in your organization? What was your reason for using/not using employee motivation?

5. In your perception, what are the benefits that the organizations that use employee motivation stand to accrue?

6. Have the members of your staff ever committed to the use of demonstrations to compel you to meet their demands? If yes, how often does this happen on annual basis?

7. How do you handle demonstrations?

8. What is often the impact of the demonstrations on your relationships with the employees?

9. What is often the effect of the demonstrations on the employees' productivity?

10. Do you apply the employee motivation theories in your strategies of employee motivation?

11. Have you ever experienced any challenges in the course of the implementation of your strategies?

12. How do you handle such challenges?

13. Do you acknowledge that employee motivation is a significant investment for the organization?